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GOVERNMENT DOCUMENTS  
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# PROGRAM DIRECTORY

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March, 1986

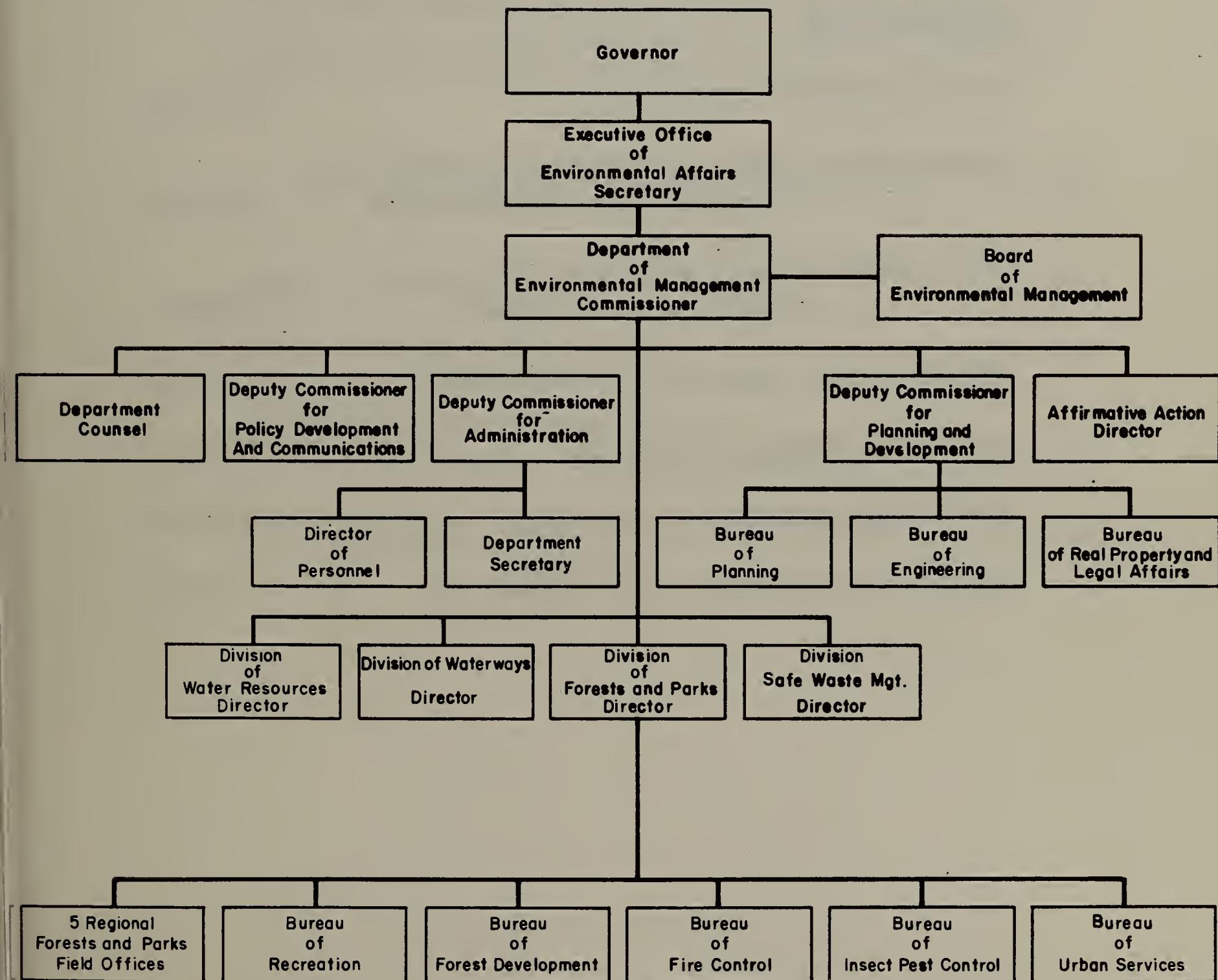


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## ORGANIZATION OF THE DEPARTMENT OF ENVIRONMENTAL MANAGEMENT



Department of Environmental Management

ADMINISTRATION

JAMES GUTENSOHN, Commissioner	727-3163
JOANNE NICHOLS, Deputy Commissioner for Policy Coordination and Communications	727-3188
GERALD ROOSA, Deputy Commissioner for Administration and Finance	727-2331
GORDON GRAHAM, Department General Counsel	727-3164
JOHN GRANT, Director of Personnel	727-3165
EDWARD CARR, Department Secretary	727-3164
DEBORAH TYNES, Director of Affirmative Action	727-3164

OFFICE OF COMMUNICATIONS

This office ensures coordination and communication of agency policies, programs and activities. It is responsible for all external and internal communications, articulation of the department's goals and achievements, and the development of promotional materials to increase public awareness about the broad range of DEM activities.

DIRECTOR : JOANNE NICHOLS, DEPUTY COMMISSIONER      727-3188

PAMELA TUCKER BYBELL, Assistant Director      727-3180

GERMAINE VALLEY, Publicity Agent      727-3188

RACHEL FINE, Public Relations for the  
Division of Planning and Development      727-3160

SUSAN VAN GEMERT, Heritage State Park Promotional  
Director      727-3160

## DIVISION OF FORESTS AND PARKS

The Division of Forests and Parks is made up of five bureaus: Forest Development, Recreation, Insect Pest Control, Fire Control and Urban Services. The Division has four major objectives: to promote the conservation, and protection of the Commonwealth's natural resources; to maintain and initiate programs to meet statutory responsibilities for conserving the Commonwealth's natural resources; to provide Massachusetts' citizens with a sustained flow of social, environmental and economic benefits through effective management of the Commonwealth's public and private forestlands; and to increase economic revitalization and recreation opportunities through the Heritage State Parks, regional recreation facilities and increased access to the state forest and park system.

DIVISION DIRECTOR: GILBERT BLISS                    727-3180

PUBLIC INFORMATION: GERMAINE VALLEY      727-3188

For information directly related to the division's forests and parks facilities, contact the following Regional Supervisors:

### Regional Field Offices

Region 1 - Southeastern Massachusetts  
Regional Supervisor - Alden Cousins                    866-2526

Region 2 - Northeastern Massachusetts  
Regional Supervisor - Don Stoddard                    369-3350

Region 3 - Central Massachusetts  
Regional Supervisor - Thomas F. Lynch                368-0126

Region 4 - Connecticut Valley  
Regional Supervisor - Carroll Holmes                (413) 549-1461

Region 5 - Western Massachusetts  
Regional Supervisor - Douglas G. Poland (413) 442-8992

## FOREST DEVELOPMENT

BUREAU CHIEF: Thomas Quink 727-3184

### PROGRAM LIST

#### Service Forestry

Service foresters cover assigned districts throughout the state providing marketing and technical assistance to private landowners, consulting foresters, local officials and primary forest industries. The program focuses primarily on two state statutes; The Forest Cutting Practices Act and the Forest Taxation Law.

#### Management Forestry

Focuses on forest management within the state forest and park system. Responsibilities include coordinating aspects of timber and fuelwood sales, conducting timberstand improvement work, taking inventories of timber within the various forests and preparing multiple use management plans to ensure that silvicultural activities are fully integrated into overall property management objectives.

#### Urban and Community Forestry

Provides technical forest management assistance to the 351 municipalities in Massachusetts. Responsibilities include advising local officials about planting, managing and protecting trees in residential areas as well as forest stands in municipal watersheds, town forests and other community lands.

### Forest Products Marketing and Utilization Program

This program provides advice and referrals to forest landowners and forest products industries, both primary and secondary, on aspects of harvesting, processing and marketing forest products from the stump to the finished wood product. This is accomplished by conducting workshops; disseminating technical research studies; promoting the industries; publishing stumpage price lists, industry directories and reports; and by hosting an annual regional trade show for the wood products manufacturing industry.

### Resource Conservation and Development

RC & D is a cooperative Federal/State and local rural development program aimed at improving local economies and the standard of living through the conservation, wise use and development of natural resources. The program operates in the four Western Massachusetts counties: Hampshire, Hampden, Franklin and Berkshire, with technical services provided by one RC & D forester employed by the bureau.

### Forest Resources Planning Program

Focuses on long range, comprehensive forest resource analysis and planning. This program has produced a State Forest Resources Plan which provides policy and program direction for the Division of Forests and Parks.

## BUREAU OF RECREATION

BUREAU CHIEF: CHARLES DANE 727-3180

### **PROGRAM LIST**

#### Forests, Parks, and Reservations

The bureau operates and maintains 86 staffed facilities throughout the Commonwealth. The various forests, parks and reservations within the program area provide for every lawful type of outdoor recreation including:

- Overnight camping and comfort facilities.
- Lifeguard supervision for designated swimming areas.
- Picnic areas with fireplaces, tables & restrooms.
- Stocked lakes and ponds for fishing.
- Marked and maintained trails for bicycles, off-road vehicles, snowmobiles, horses, hikers and cross country skiers.
- Protected areas for nature study.
- Leased areas for Alpine Skiing.
- Designated areas for hunting in season.

#### Ocean Beaches

The Bureau provides public access to five major coastal ocean beaches, with a combined shoreline of approximately seven miles. The five beaches are Horseneck, Salisbury, Scusset, Ft. Phoenix and South Cape. The beaches provide programs such as:

- Lifeguard supervision for designated swimming areas.
- Learn to swim programs.
- Supervised overnight camping.
- Comfort stations and bathhouses with hot water showers.
- Designated areas for coastal nature study.
- Miles of beaches for sun bathing.
- Miles of beaches for surf fishing.
- Fish piers.
- Picnic facilities.

### Indoor Ice Skating

The Bureau manages 18 indoor ice skating rinks. These facilities provide a safe environment for ice skating. Major programs hosted within the rinks are:

- Public skating.
- Learn to skate programs.
- Learn to skate programs for the physically challenged persons.
- Ice hockey programs for all ages and abilities.
- Organized ice hockey programs for schools and colleges.
- Figure skating programs for all ages and abilities.
- Dept. sponsored teams and competitions in both figure skating and ice hockey.

### Outdoor Swimming Pools

The Bureau manages 19 Olympic size pools throughout the state. Each facility is staffed with certified lifeguards during the summer months. Major programs include:

- Public swimming.
- Learn to swim program.
- Learn to swim program for the physically challenged.
- Water safety programs.
- Organized swimming for local school systems.
- Dept. sponsored teams and competitions.

### OFFICE OF INTERPRETIVE SERVICES

Supervisor: Andrea Lukens 727-3180

The Interpretive Program is an increasingly important facet of the state park recreational experience. It entails communicating to visitors in an entertaining and informative manner the history, ecology, land management and regulations of the particular park. In addition to enhancing the visitor's experience in the parks, the interpretive program increases visitor appreciation for park facilities, increases visitation, and reduces vandalism.

## BUREAU OF FIRE CONTROL

BUREAU CHIEF: ANTONIO CASTRO 727-3184

### PROGRAMS

#### Fire Control

Program responsibilities include aid and advice to municipalities in the prevention and suppression of forest fires. Fire detection, suppression, pre-suppression and prevention are four major areas of the fire control program. The bureau has 53 fire detection towers located throughout the Commonwealth that assist communities in detecting possible wild fire dangers. This network of towers is the first line of defense against wildfire that has saved many communities thousands of dollars by protecting natural resources, dwellings, and human lives. Other initiatives include intra- and inter-agency training in forest fire management and law enforcement techniques, and the enforcement of the new Forest Cutting Practice Law Chapter #132, Sections 40-46. The bureau is an integral part of the Northeastern Forest Fire Protection Commission which includes all the New England states, New York, and the Canadian provinces of Quebec and New Brunswick.

#### Federal Excess Property Program

The Bureau of Fire Control has been designated by the federal government to administer the Federal Excess Property Program in order to enhance the fire fighting capabilities of the bureau and rural Massachusetts communities. Communities enroll in the "Pass Through" program which qualifies them to receive federal excess equipment. This includes: tank trucks, rack and stake trucks, pick-up trucks, four wheel drive cargo trucks, pumps, generators, compressors, hoses, fittings, tools, and shop equipment. All property ownership remains with the federal government. The General Service Administration and the Department of Agriculture are the responsible agencies. A thorough inventory of property must be maintained by the bureau. This program has greatly benefited many rural fire communities.

## BUREAU OF SHADE TREE MANAGEMENT AND PEST CONTROL

BUREAU CHIEF: CHARLES S. HOOD 727-3184

### PROGRAMS

The Bureau of Shade Tree Management and Pest Control is responsible for monitoring forest shade tree pests which have been legislatively declared public nuisances, conducting insect and tree disease research and promoting environmentally sound insect control methods and providing tree crews to prune and remove unsafe trees from DEM recreation areas. In addition, the bureau assists cities and towns by providing technical assistance to municipal tree departments in the planting, care and maintenance of shade trees and by coordinating pest control programs.

## BUREAU OF URBAN SERVICES

BUREAU CHIEF: ROBERT FREEDMAN 727-3180

### PROGRAMS

#### Urban Services

The Bureau administers the division facilities and services in urban areas of the Commonwealth and is guided by two objectives: to expand recreational opportunities to urban residents through the Heritage State Parks system and to provide increased levels of assistance to municipalities in managing their urban natural, historical and recreational park resources. The Bureau is responsible for the Boston Harbor Islands and Pilgrim Memorial State Parks, as well as the seven Heritage State Parks.

## DIVISION OF PLANNING & DEVELOPMENT

The Division of Planning & Development is responsible for land acquisition and development of new and existing forest and park facilities as well as a number of programs affecting non-Department lands, such as the Scenic Rivers Program, restoration of Olmsted parks in Massachusetts, the City and Town Commons Restoration Program, and development of the new Heritage State Park system.

DIVISION DIRECTOR and DEPUTY COMMISSIONER: ROBERT KUMOR  
727-3160

CHIEF PLANNER: CHRISTOPHER GREENE 727-3160

CHIEF ENGINEER: JOHN CARY 727-3160

PUBLIC INFORMATION: RACHEL FINE 727-3160

### PROGRAMS

#### Bay Circuit Program

Susan Ziegler

Develops policies and manages implementation of 50 - community land protection programs in the metropolitan Boston area.

#### Boston Harbor Projects

Eric Buehrens

Liaison with state and city agencies involved with projects in and around Boston Harbor. Planner for Boston Harbor Islands State Park.

#### City & Town Commons Program

Willa Small Kuh

Administers a program of grants to municipalities to restore historic commons and to acquire land to establish new central open spaces in the centers of cities and towns.

#### Cultural Resources

Gail Temple

Coordinates planning for protection of important cultural and historical resources on DEM properties.

### Dam Safety Program

Mark Cullinan, Chief of Operations and Director of Dam Safety Program

Conducts safety inspections of public and private dams and recommends needed repairs to protect the Massachusetts public.

### Greylock Glen

Richard Lockhart

Manages the implementation of this public/private development. Greylock Glen is a four season recreational project located in Berkshire County, adjacent to the Mt. Greylock State Reservation.

### Guidelines for Operations and Land Stewardship (G.O.A.L.S.)

Jonathan Geer

Develops long-range plans for the management of state forests and parks facilities.

### Heritage State Parks - Planning and Development

Chief Planner: Christopher Greene

Promotion Director: Susan Van Gemert

For information on individual parks contact:

Blackstone Valley	Monica Fairbairn, Project Manager
Fall River	Kimel Conway, Project Manager
Gardner	Rick Pavoni, Project Manager
Holyoke	Thomas Dyer, Project Manager
Lawrence	Diane Haynes, Project Manager
Lowell	Steven Conant, Project Manager
Lower Mills	Cheryl Smith, Project Manager
Lynn	Linda Merrill, Project Manager
North Adams	Carter Terenzini, Project Manager
Roxbury	Patricia Weems-Carrington, Project Manager
Springfield	Thomas Dyer, Project Manager
Turners Falls	Ann Maley, Project Manager

### Land Acquisition - Legal

Carries out legal aspects of new land acquisition.

Land Acquisition - Planning

Kathy Abbott

Develops strategies and policies to guide the acquisition of new recreation and conservation land including coastal property, inland swimming areas, inholdings, and trails.

Long Wharf Project

Catherine Barner

Plans and develops major waterfront park in Boston Harbor, to serve as gateway to Boston Harbor Islands State Park.

Olmsted Historic Landscape Preservation Program

S. Christopher Scott

Develops policies and administers a program of funding assistance to rehabilitate twelve specified municipal parks designed by Frederick Law Olmsted, Sr. and his associates.

Scenic Rivers Program

Theda Leonard

Works with local and regional watershed associations to develop protection and management plans for the Commonwealth's rivers.

Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Glenn Scott

Coordinates interagency planning for protection and promotion of state's recreational resources.

Western Massachusetts Office

Thomas Dyer

Supervises planning and development projects in western Massachusetts including planning for Mt. Greylock, the Heritage State Parks in Holyoke, Springfield, Turner's Falls, Gardner and North Adams, the Holyoke Range Summit House Restoration, and Connecticut River Valley projects.

## DIVISION OF WATER RESOURCES

The Division of Water Resources has three priorities: to collect, refine and update basic water resources data for dissemination to state, federal, and local agencies and the general public; to plan, implement and maintain works of improvement to prevent loss of life and damage to property from erosion, floodwater and sediment in the watersheds of the rivers and streams of the Commonwealth; and facilitate the development of a statewide comprehensive water resources management plan for Massachusetts, formulated from river basins plans being developed from local, regional and state assessments of water needs and resources in conformance with the Massachusetts Water Supply Policy Statement.

DIVISION DIRECTOR: CHARLES KENNEDY, 727-3267

PUBLIC INFORMATION: PAMELA TUCKER BYBELL, 727-3188

## PROGRAMS

### I. Water Resources Data

#### Rainfall Data

A statewide system of 112 rainfall stations is operated by the Division to record precipitation data. Monthly, annual and historical precipitation records are available. Snow depth and moisture content is monitored as part of the overall precipitation data.

#### Stream Gauging

Since 1909, data on stage, discharge and at some locations water quality has been compiled from 42 gauging stations on Massachusetts' rivers and streams in cooperation with the U.S. Geological Survey. This information is incorporated in the U.S. Geological Survey's Annual Water Data Reports and water Supply Papers.

### Groundwater

Water level measurements are made at 87 observation well locations, (some of which have been monitored since 1936) as part of a cooperative program with the U. S. Geological Survey. The primary object of this program is to document both short-term and long-term groundwater level trends in different geographic areas of the Commonwealth

### Water Use Data Program

Water resources data for the 363 public water supply systems in the state is being entered into an automated computer information system containing 24 data points for each system. This project is being conducted in cooperation with the U.S. Geological Survey on whose main-frame computer the data will be stored. It is designed to provide baseline data for community and river basin planning.

### Ponds, Lakes and Reservoirs

Basic data for the state's public natural and man-made water bodies is available. A survey of public water bodies was completed in 1978 and updated in 1982.

### Water Resources and Priorities

Potential reservoir studies for the state's river basins were completed in 1978 as a cooperative study with the U.S. Department of Agriculture. Updating and screening of the information to identify sites that could meet water supply needs is ongoing.

### Atlas Program - Groundwater Studies

Inventory and assessment of the quantity and quality of ground and surface water resources for the river basins of the state is a cooperative and jointly funded program of the Division and the U.S. Geological Survey. The U.S.G.S. compiles and publishes the information as hydrologic atlases and hydrologic data reports.

### Chapter 800 – Groundwater Assessment

Baseline water resources data is being developed for the major aquifers in the Commonwealth in a cooperative effort with the U.S. Geological Survey. These comprehensive assessments identify areal extent, depth, hydrological characteristics, the quality of water use alternatives. Studies are in progress in eight river basins.

### Reservoir Sites Acquisitions Program

Acquisition of land, water or easements to protect future water resource values and conserve impoundment sites for the purpose of flood control, low flow augmentation and/or municipal water supply.

### Registration of Well Drillers

The Division of Water Resources has the responsibility to register well drillers in the Commonwealth and receive, process and disseminate well drilling data from reports submitted by registered drillers. Registration is annual, with a new certificate issued each year upon payment of the required fee.

## II. FLOOD CONTROL

### Watershed Protection and Flood Prevention Program

This program is in cooperation with the U.S. Department of Agriculture. Projects nominated by conservation districts may include land treatment, flood prevention, agricultural water management, water supply, recreation and fisheries and wildlife enhancement.

### National Flood Insurance Program

The Division acts as the state coordination for this federal program administrated by the Federal Emergency Management Agency (FEMA). A community qualifies for the program in two separate phases; first the emergency, and then the regular program. Communities are provided with Flood Insurance Rate Maps outlining their flood-prone areas.

## Flood Hazard Management Project (FHMP)

The FHMP is a joint FEMA/ Division of Water Resources program that provides assistance to state, regional and local officials by consolidating flood related information and increasing awareness of the need for flood hazard management. Technical assistance is provided to communities and state agencies, implementing flood hazard mitigation procedures.

### III. WATER RESOURCES PLANNING

#### River Basin Planning

The Massachusetts Water Resource Commission adopted Water Resource Management Planning Regulations to establish a framework for the development of comprehensive water resources plans for the 27 river basins of the Commonwealth and for development of a state-wide water resources management plan. The Division is implementing the planning process outlined in the regulations and has available basic water resources data for individual communities.

#### Water Resources Information

The Division of Water Resources maintains a library of basic water resources information including U.S. Geological Survey and U.S. Department of Agriculture water planning publications.

#### Water Resources Planning Task Force

The Water Resources Commission established this task forces in the Spring of 1984 to coordinate water resources planning among the various resource planning agencies in the state . The Division's Chief Planner is co-chairperson of this task force.

## DIVISION OF WATERWAYS

Major Division responsibilities are to improve , develop, maintain and protect tidal and nontidal rivers and streams, harbors, tidewaters, foreshores, and shores along a public beach, including the Merrimack and Connecticut Rivers. Specific programs administered by the Division include waterways, dams, state piers, public access, and the recreational facilities construction program. All programs in the Waterways Division are administered and implemented by Waterways and cannot be considered technical assistance , grant, or service programs. Although state-funded, a local sharing of the cost of 25% of the cost of dredging and 50% of the cost of other waterways projects may be required, depending on the project.

DIVISION DIRECTOR: JOHN HANNON, 727-8893

PUBLIC INFORMATION: PAMELA TUCKER BYBELL 727-3188

## PROGRAMS

### Rivers and Harbors Program

The program identifies the need for renovations and improvements to the Commonwealth's inland and coastal waterways.

### Waterways

Waterways projects typically include dredging and channelization; design and construction or rehabilitation of piers, wharves, bulkheads, seawalls, groins or jetties; river and streambank erosion control; pond dredging and rehabilitation; beach nourishment, boat ramps and public access facilities; harbor debris removal; and river and stream clearance.

### Dams

Dams projects typically cover: study, design and rehabilitation of existing structures.

### State Piers

The Division has authority over the state piers at Gloucester, New Bedford and Fall River. Facilities at each are leased out to private operators and managers.

### Public Access

Public Access projects include design and construction of marinas, boatways, boat ramps and other facilities on coastal and inland waters. In addition, Public Access Board projects are administered by the Division as the contracting agent.

### Recreational Facilities

These projects include capital improvements to existing state recreational facilities and design and construction of new facilities (rinks, pools, and beaches).

## OFFICE OF SAFE WASTE MANAGEMENT

The Office is responsible for planning and facilitating the safe and efficient management of hazardous waste in the state. This Office's mandate is to: survey needs and establish program goals, initiate projects, inform the public, and provide technical support to Massachusetts communities and industries.

DIRECTOR FOR HAZARDOUS WASTE: WALTER MURPHY, 727-3260

MANAGER FOR PUBLIC PARTICIPATION: ANITA FLANAGAN, 727-3260

PUBLIC INFORMATION: PAMELA TUCKER BYBELL, 727-3188

## **PROGRAMS**

### Public Participation Program

This program is designed to increase public awareness and public participation in the hazardous waste programs within DEM. It is also intended to foster better understanding of all hazardous waste management issues. For the third year, approximately ten contracts have been awarded to coalitions of environmentally conscious and civic minded groups across the state. Most of the activities being funded involve large segments of local populations in programs planned to increase awareness of household hazardous waste, problems of hazardous waste disposal for small generators, and the need to increase communication among local interest groups, industry, and government.

### Household Hazardous Waste Program

This program is a joint DEM/DEQE matching grant program to fund community collections of household hazardous waste. This pilot program will utilize a \$400,000 appropriation in order to collect waste; and, determine the long term need and viability of a state program. The program will provide first hand experience for citizens in the problem of hazardous waste disposal while sensitizing large numbers of people to the larger statewide problem of hazardous waste disposal.

### Source Reduction Program

The Office has a continuing responsibility for finding ways to increase the effectiveness of source reduction technologies in the Commonwealth. This program is in the policy development stage. Over the past year the Office has operated a technical information exchange program that studies particular industries and provides guidance on better waste management. In the coming year the Office will explore impacts and opportunities in legislation and regulations that will encourage source reduction practices.

### GEIR/ Hazardous Waste Management Program

The Office is responsible for the integration of waste data, source reduction information, and regional treatment capacity into a sound waste management strategy. The Generic Environmental Impact Report (GEIR) is mandated under Chapter 21D. This document summarizes the need for new facilities in the Commonwealth, discusses source reduction issues and outlines progress made over the past year in the regulatory programs associated with hazardous waste.

### Small Quantity Generator Project (SQGP)

This project studies specific businesses to help them manage their hazardous waste. Funded by the federal Environmental Protection Agency, this project is a model for future SQG efforts. The project mandate calls for focused public education through direct mailings to non-compliers, enforcement by DEQE, and demonstration of compliance by monitoring registration of waste generators. In addition, the Office of Safe Waste Management helps provide hazardous waste workshops to the business community.

## Department of Environmental Management

### Telephone Directory

#### Administration

James Gutensohn	Commissioner	727-3163
Joan Munro	Asst. to Commissioner	727-3163
Joanne Nichols	Deputy Commissioner for Communications and Policy Development	727-3188
Gerald Roosa	Deputy Commissioner for Administration and Finance	727-2332

Marion Donovan	Purchasing Agent	727-2331
Cheryl Oliva	Accounts Payable	727-3169
Deborah Tynes	Director of Affirmative Action	727-3164
John Grant	Director of Personnel	727-3164
Barbara O'Keefe	Asst. to Director of Personnel	727-3168
Edward Carr	Department Secretary	727-3164
Gordon Graham	General Counsel	727-3164
Laura Worrell	Receptionist	

#### OFFICE OF COMMUNICATIONS

Pamela Tucker Bybell	Assistant Director of Communications	727-3188
Germaine Valley	Publicity Agent	727-3188
Rachel Fine	Public Relations for Planning and Development	727-3160
Susan Van Gemert	Promotion Director for Heritage State Parks	727-3160

#### DIVISION OF FORESTS AND PARKS

Gilbert Bliss	Director	727-3180
Mary Keough	Secretary to Director	727-3180
Ken Foley	Financial Management	727-3184

Antonio Castro	Bureau Chief of Fire Control	727-3184
Pat Bisceglia	Asst. Chief of Fire Control	727-3180 or 727-0627
Thomas Quink	Bureau Chief of Forest Development	727-3184
James McArthur	Forest Products Marketing and Utilization Specialist	727-3184 or 727-0627
Charles S. Hood	Bureau Chief of Insect Pest control	727-3184
Charles Dane	Bureau Chief of Recreation	727-3180
Joseph Prenda	Asst. Chief of Recreation	727-3180
Kathleen Hunt	Supervisor of Recreation	727-3184
Curt Rudge	Supervisor of Rinks and Pools	727-3184
Andrea Lukens	Supervisor of Interpretive Services	727-3180
Robert Freedman	Bureau Chief of Urban Services	727-3180
Todd Lafleur	Asst. Chief of Urban Services	727-3180

#### DIVISION OF PLANNING AND DEVELOPMENT

Robert Kumor	Deputy Commissioner	727-3160
Rachel Fine	Public Relations	727-3160
Lynn Correia	Office Manager	727-3160
Mark Cullinan	Chief of Operations and Director of Dam Safety Program	727-3160
John Cary	Chief Engineer	727-3160
Christopher Greene	Chief Planner of the Heritage State Parks	727-3160
Susan Van Gemert	Promotion Director for Heritage State Parks	727-3160

Monica Fairbairn	Project Manager for Blackstone River and Canal Heritage State Park	727-3160
Kimel Conway	Project Manager for Fall River Heritage State Park	675-6011
Ricardo Pavoni	Project Manager for Gardner Heriage State Park	727-3160
Tom Dyer	Western Mass. Development (413)536-8222 Office and Project Manager for Holyoke Heritage State Park	
Diane Haynes	Assistant Project Manager for Lawrence Heritage State Park	794-1655
Steve Conant	Project Manager for Lowell Heritage State Park	453-1950
Cheryl Smith	Project Manager for Lower Mills Heritage State Park	727-3160
Linda Merrill	Asst. Project Manager for Lynn Heritage State Park	581-9399
Carter Terenzini	Project Manager for North Adams Heritage State Park	(413)663-6312
Patricia Weems-Carrington	Project Manager for Roxbury Heritage State Park	727-3160
Ann Maley	Project Manager for Turners Falls Heritage State Park	(413)863-8529
Katherine Abbott	Project Manager for Natural Resource Planning and Land Acquisition Planning	727-3160
Catherine Barner	Project Manager for Long Wharf	727-3160
Eric Buehrens	Boston Harbor Islands	727-3160
Jonathan Geer	Program Manager for the GOALS program	727-3160
Willa Kuh	Program Manager for the City and Town Commons Program	727-3160
Theda Leonard	Scenic Rivers	727-3160

Richard Lockhart	Project Manager for Greylock Glen	727-3160
Christopher Scott	Director of the Olmsted Parks program	727-3160
Glenn Scott	Program Manager of SCORP program	727-3160
Gail Temple	Cultural Resources	727-3160
Susan Ziegler	Program Manager of the Bay Circuit program	727-3160
Land Acquisition - Legal		727-3160

#### DIVISION OF WATER RESOURCES

Charles F. Kennedy	Director and Chief Engineer	727-3267
Richard Thibedeau	Chief Planner	727-3267
Raymond Cook	Program Manager	727-3267
Fletcher Pyle	Associate Civil Engineer	727-3267
Michael Beshara	Associate Civil Engineer	727-3267

#### DIVISION OF WATERWAYS

John J. Hannon	Director and Chief Engineer	727-8893 740-1602
George B. Sheehan	Supervisor of Recreational Facility Construction Program	727-8893
Catherine V. Kelly	Administrator of Waterways	727-8893
Elizabeth Powers	Project Manager for Rivers and Harbor Program	727-8893
Mark Cullinan	Director of Dam Safety Program	727-3160

OFFICE OF SAFE WASTE MANAGEMENT

Walter Murphy	Director	727-3260
Anita Flanagan	Public Participation Manager	727-3260
Lee Dane	Project Manager for Source Reduction program	727-3260
Michael Brown	Project Manager for Small Quantity Generator Auto/Body project	727-3260
Barbara Kelley	Project Coordinator	727-3260



